Grade ___

Requisition — Bonnie O'Brient.

Slims - 9 → 11

Avicel specs. - vendors method

slurry visc + specs

9/11/92 Listed By Lab Assets PROJ LEADER + TECHN.

Box: capacity IT personnel

no place for others.

Marlboro in 2 facilities. They have dif. flavors. RSR Malaysia never approved

HONG KONG

OP

1993 R

Operations

(R) Porous Combining Wrap

They are selling this to

Exclusivity + intellectual

28 on the budget for 93

2020286928

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Technology Development

Bob Maher's project reviewed by Horizon.

BOB + COLON ROWE TO HEAD UP

Paper - Paper spec

Joyce → $CaCO_3$ titration

VISIT

Cubicles - I

Safety Committee.

Security Committee - The COPS

200,000 for security.

Budget Equal to 2nd Revise

Meeting

9 Monthly Review meeting

BANE - Thurs - Op. w/ ability

React more quickly -

Washington Ct → one Data dump

Decision making process - 6 groups for input

Oct 8 + 9 - Jarrytown - 50 to meet

Nov - Grade 14's - to have a structure outlined.

What kind of Special Marketing Activities Initiative

* would dollar keeps corp. but not USA.

DMARC is Quarterly

Don't coupons send a message to the industry AND [illegible] that were having problems

At the end [illegible]

20202866929

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Oct 14 Houghton to review
c5/ Campbell

Abs image analysis
technique word
encompass color?

DICM's Meeting
NPP + Steam Tunnel

.60 SB PROJECT TOMORROW →
.05 SB Proiem for Decision Making
.05 MP
.10 BG
.10 ST
.10 FP

2020286930

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Paper Technology

LSS

1. MKP + 4 pallets 11%
No Porosity results. Cists.

2. 70%

2 x 2 x 2

3. Modeling studies 2 Coresta

Ground $CaCO_3$ Sept 28 to make cists

Calendaring N6 at longer circumferences.

Aqueous non sol-gel

Si

CMP is no longer $100 per roll to slit.

Review of

Vanillal DIF
9% MODIFICATIONS

MO Device Sept 23 2:00 Pm

202028693 1

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Tipping

1. Merit ULTs Stitter set ran fine
November to order more.

2. Fe_2O_3 Cork tipping.
High speed + low speed.

H_2O base lip release.
Subjective smoking by flavor panel.

G. WOOD PULP PAPERS
Marlboro KS in semiworks
Papers in for analyses for check
Analytical smoke data next.
J.L-Hart
Initial run on TC-MS
rep-runs of HW + SW
Sent some samples.
J. Nawaral - equip down.
Data for samples.

H. Paper
PDM 26 +30 -40 Paper samples

MC trials 27 Coresta 26%
46 Cont. 33

2020286932

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

9/17/92

Meeting with Kimberly-Clark

1. LSS wrapper

a. About 3-4 shipments - MKP close to targets
no QA data yet. It has shifted into production
Superslims specs - 10-0641
Vlad discussed specs.
Range on Coresta - ± 1.3 ± 1.5 7-10
Check ± 3 - by which method
Building a new paper machine at Spotswood
last 6 wks of the year; Ralph Giro has tried.

Installing machine where chemical mix tanks.
There are tanks below the machine.

b. X-ray method calibrated colorimetrics
M. Stanton - to coordinate round robin

c. Low 50's to mid 50's reduction.
49 → 57 41 g. paper
Order before mid November
Superslims 10" rolls - needed
very soon. 26.5 mm
and one or more LSS runs.

Asked about CaPO4 papers.
41 g/m²
53 g/m²
Larger diameter

2020286933

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

☆ Coating trials at Berkley ☆

2. Method is on the QA instrument.
X-Ray method to check $CaCO_3$ in conventional paper.

3. c. Response surface studies now complete

a. Pallet uniformity ⇒
Variation within a pallet
Specification targets + tolerances.
Make
Target ± 3.5
Set of 10 #'s SD
27 → 33 individual SD 3.16

Propose - Mill Spec's
Possible alternatives - specify no individual measurements
~~Meeting~~ w/ Purchasing QA etc
to minimize variation
(1) Mill runs to 30%.
(2) Porosity Formation Tensile
uniformity Mill trials at 30%.
Trade-offs. Some improvements could be made.
Blow down

2020286934

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Basis wt 26 g/m²

Joe Griffin -
Reduce COV in porosity.

Bart : MC trials	Quality data

4. WOOD PULP PAPERS
a. Mill run results
100% Hardwood - short fiber
100% Softwood - longer fiber -

Tensile + elongation : physical analyses.
SD Tensile + porosity numbers

Paper codes
Bill to verify paper parameters. 33 target.
Cigs have been made
More porosity variation in Softwood.
and submitted.

2020286935

5. Tipping Papers
N. - all testing complete except subjectives.
FPI Karen Dean. to evaluate
on machine lip release.
38 g all calendared sheet. Lip release panel not as good as nitrocellulose. Somewhat inferior, but not statistically different similar to type C.

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Hercules

Sizing test showed slightly lower than aqueous penetration. Dyed H_2O. Std Hercules test.

IGT test - Pressure to adhesives.

Only 1 bobbin evaluated.

Compare to ink wt.

Check about other polymer coating

Styrene Latex

Lower cost tipping + solvent free.

IGT

INK WT

Bill to get papers analyzed.

Economy → Base sheet for cork-on-white Cost comparisons. All $CaCO_3$ sheet. 5# weight sheet.

Purchase

Fe_2O_3 cork tipping — GSR757 orders increasing fully qualified except on white lines. - LARK

not gold.

Reel at 5000 → 7000 ft/min

Parliament tipping - 2 pallet

38g uncalendared 10 pallets due Oct 5.

Was material stiff enough. OK. Add more interage / bobbin

2020286936

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

6. Bandel

Avicel CL-611 coating in Roswell

0, 3., 4.5, 6 %

0 ← flag splices

2000 meters spliced together

Cigs wrinkling not apparent

* Mark Cruise - training Call Tyrone

2-6000 meter bobbins 2 meters

plus 10" wide Dampers.

No Commercial facilities for printing at present.

Threshold levels.

IGT evaluation for this material

adhesive test Tack tests

Fully coated web

Adhesives testing next month.

Process Dye

Bandel Porosity

October 22 Adhesives testing

9:00 AM

Names attending Coresta for Art

2020286937

Operational Plan

MACRO - can access directly from mainframe
Call :- JOHN WICKHAM 5689
To

Paper T.
Product Dev. IN 92-96
ongoing
Scope Program Technology
Imp to Pmkt & Benefits
R+D Pgm Leadership
R+D Dept Leader & Budg

Total R+D Support manyears.

☆ ☆ Decisions to be made on Mg. Compounds
Aqueous non-

Get into Excel

2020286938

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

required
Needs defined and technologies identified by August 1993. Some evaluations begun and ready to proceed with evaluations and implementation.

are support activities listed?

If a support activity is tested

ARD -

Jim's STAFF MTG

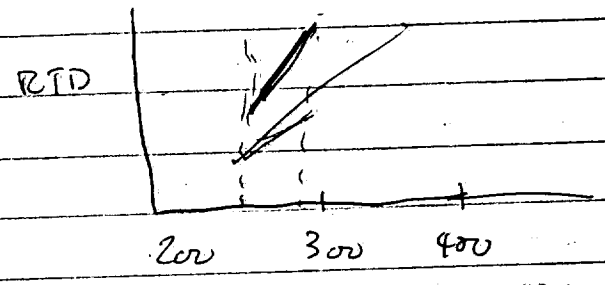
PROJECT GOLD Brit FF menthol

Web Trials

Plans for Web Trial 3000 ft

Tela

PM web 250-250



Elongation no load : PM web + CM web

Baumgartner Std dev.

Caliper variation - w

~~Dust~~ strength aid Heresbond

2020286939

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

yield point

Change inc. CD tensile

yield of CA

Stiffeners

Jencel w/ Dupont

Paper Database → Review of Filter operation Plans

Dearn → Eastman

Happen 10-058A paper on

→ Marlboro Ultralts answer

Benefit for "PC control" this year

Jim Schardt — Agreement

→ Celulon bands

Check Pete

20202286940

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

⊛ Dick's

Qtrly plan. Mtg 1 → 6 Prod Dev.
Fr. AM Jim's Staff Mtg.

☆
☆ Topics to discuss Paper + Filter
P

Oct. 5
Update Report card

Progress against plan.
Very successful
+ problems:

Cist Paper — Specs
Consolidation — Recommendat

Topics + Speakers FRI 25th
— Oct 2

Strategy for

Base ONE - Meeting 21 - 23
13% BLOGT - write a specific

Plng. mtg — visitor Carolyn Levy
Suggestions to improve info

2020286941

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Team approach

Other

R&D – NPP – Hauni steam tunnel

Engineering

Cigt Tech – / Process

Myracu

BOB MATHER – CAD/IS planning

Judy + Charlie to work on it

Benefits

Export TOPICS + PRESENTERS

Tobacco + Tipping Op Services

0 → 0.75 Exptl – Check

How to pay for labor

Cost per 1 shift 2 operators

Drew Gillespie – Lisa Nardell

Charge labor Ken Dettmann

Every

2020286942

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Quantity - Defects - quantifiable

Splicer breaks "

Paper breaks

Print quality

QA groups to support

MAK Find .067

Similar things in

How many bobbins do we run

8 min

10" a

Two Bart 3 bobbins ea each

by Oct 1st

Bay 1

Total facts ends .09
filler .09
PRNT .03
Rod .56
Tpq

Total .75 % defective packs

1.27 defects / 2000

2020286943

4C4

Protos .48

Stem .13

Rod - 2.23

Tip 5.18

misc .30

8.32 / 2000

Stemless measure

Paper brk mini .7

Wrinkled → 2 oper

rod

Shorts under tipping

Wrinkled tipping

Air leaks / Trim seam

1.35 Stemless

.10 air leak

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

2020286944

12,000

~~4,000~~ 3 - 4 ⊗ 4000 Sample

Mtg MON - PM

Training Curtis Payne

Ch.

No money for people

Miller Houghton Darrah → moore Taylor

Wexler — Sr VP Marketing

Ex. VP PM Int → D. Divitri

~~Heffa~~ Jack Nelson Sr VP Plan + IS

Steve Parrish + Sr. VP - External affairs legal + Corporate affairs

↳ Maria Bring Legal at Campbell corporate

VP Corp affairs - Ellen Merlo

Pres

20202286945

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

*

Design Papers

normal nitrate 25 Coresta 30% Chalk

40 Coresta 30% Chalk

→ 10-058A Uh + Ultima

→ 10% more expensive than 33

Small subjective improvement

9/24/92

On giving

Needs for integration
Bill suggested no integration
and took little initiative
Bart took more initiative & made suggestions.

Martha will use

~~Mfg~~
① Control
② Cost pa

Tar

② Cost benefit

2020286946

H

38 Coresta, 32% Chalk

30 - 33 Coresta, 30% Chalk

30 ± 3

25 Coresta, 28 → 27 Coresta

30,5 ± 3,5

10-058A

Jim Staff meeting -
Houghton -
Eveni
Oct 3 Oyster Roast
* Planning mtg
Wed NY: → Red Xpress
70 mm Camel

2020289947

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Major 45 peaks

18 peaks ?

Wood HW.
SW

→ Reduced cost

→ Gordon - Magnesite report

Don Mupper - fibrous - hydroxy apetite

with + without

BAT per puff basis

Burn slower.

Cigarette Testing is not running blend comp.

⊗ Talk to Jim about the other work

Navin

→

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

2020286948

Subjectives

4-6 Corsta

Thursday at 9:00 am Serwakoski

WOOD PULP - Pleuger
Jar/puff numbers.

Corsta 28 g/m²
Standards for doing an ink wt procedure.

Aqualon: Geoff Chan
Jan - oxidized the vanillin aldehyde.
⊗ When Geof Chan

Cleaner samples from Azqualon

2020286949

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

"Intern" type

The VIC – after I deliver the PA
all 3 people the

What was expected & what the
Chronology.

As clear as possible

Follow up between Bill & myself.
make it your priority to
understand what I am
saying; not to agree or
disagree ~~not~~ but
to understand what

How he feels about
this.

His lead second one
Response & his commitment
action

→ {

do what

What is sufficient
progress?

2020286950

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Bid to design experiments
for WOOD PULP →
WOOD PULP
PAPER CONSOLIDATION
Other resources

vigorous effort
to
innovative + experimental
depth
* commitments delivered
on time – reasons
beyond your
control

we want to
VIC – make

Role playing

Repeat the message

This will –

Write out all of the lack of
initiative must be filled by positive

2020286951

DICK

Lay out the expectations

Rehearse the intervention

no one on conversation before intervention

Present

We need to reach agreement & you to agree that

Resources are there for these projects

expectation

Deliver to all three at the intervention

Reinforce Expectations & frequency reassurance

2020286952

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

9/29/92

Reggie → what we did in evaluating SAH

Calendaring / from SAH

Need to know

Axial bonding effectiveness

Application levels on different

base sheets required for effectiveness

Slurry delivery gradient across web.

NEED T

Slurry "a

Source: https://www.industrydocuments.ucsf.edu/docs/gjpb0000

2020286953

10/2/92 Jim's STAFF MTG

1. B heating up.
TCRC Tuesday - fewer people ~300
~~Meeting w/ KC~~
ss irritation program

2. KC Meeting
Banded wrap

Reiter → what we plan for in 93

3. KH - Budget meeting yesterday.
Cost ↓ banded wrappers → ⊗

Red Xpress - that + moving
box + soft pack Sept 93 intro

Blend Composition work to add to review
to CT week competitive
Competitive ↓ Oct 19th

20th

Bucks → FF
Bruce mentioned emails good

20202869954

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

8 PM web

JAN – Quality

→ Greater benefit

ML VS VS mentn

Basis wt, child pieces overlap w/ conventional papers

KC memo

10/2

To develop, make prototypes
ignition prop, deliver, PC
objectives –

Amt to apply

Source: https://www.industrydocuments.ucsf.edu/docs/gjpk0000

2020286955

10/27/92

Meeting w/ KC

WOOD PULP PAPERS

Brightness is better for WP
- any brightness number

Cigarette evaluation - no dif in ash flaking

Tar + PC data HW low on tar

Subjectively different

Descriptors

Astringent etc comments for WP

Flax mixture bobbins

What type of mixture

Obtain Fiber characterization

3 papers 50/50 mostly HW
75/25

wood part mostly HW

* P

- At this point the cost of flax pulp & WP is ~ proportional composition.

Cooking

& Bleaching operations sti

2020286956

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

KC

Testing of Wood Pulp Papers

IGT - Used by printing industry to see how drop on a wheel + det. penetration

100% HW

Top side filler rich is more absorbant
- lower # ~~faster~~ faster fluid penetrates into sheet.

Difference between top side w/ the

Difference
Flax papers are easier to glue.

Equipment as well.

(X) Inner liner paper

	27%	33%
2. Paper Specs	10-703A	/ 10-705A

Quality of cigs
Diff system in Bay 2
Tensile differences / liners measured
No cigt.

Bill - 3-4 Papers
Last week of Nov

	28%
25 Coresta	
32 Cu	30%
38 Cu	32%

2 Citrate

2020286957

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

1000 lbs

Cigarette Paper Consolidation

Monitoring 69-70%a

Phosphate + #'s Checking

&

Averaging Weights 31, 32%

Analytical methods : Processing aid

Cont

M

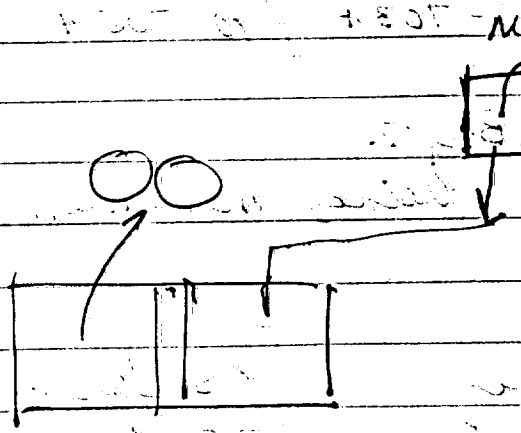
Round robin testing - Copy of report

Shift in PM data

Prepare the

Let Mary Ann prepare them.

Pass to Karen



2020286958

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

At least 1 slitter set.
Past trial
Enough
Low Si destream paper

Pick up = wt of paper

Berkely - rolls : jumbo rolls
width 60"

Navin - H_2O based lip release
Subjectives no difference
Printing at Herbarite.

Print enough for machinability

How John + Martha are doing
FF + UL

FF,

Expection

Dispult
Paper
efficiency

10-056A
Co non dollars advantage
yes

2020286959

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

1. Bill does not feel performance is properly reflected. — Disagreement of appraisal.

2. List ~~of~~ do expections vague + cant tangible & what to act on.

Jim Discern
1. What ~~do~~ we do not agree upon.
2. List what you disagree with + why
we will respond.
→ Level playing field + reciprocal understanding

Bill — Response

1. WOOD PILE —

→ Jim performance not coming forth w/ grade level + ability.
Tools to attain those expectations.
Bill is not living up to grade level
Difficult for all of us.
Expectations to get job done.
Constructive session
Agree on course of action.

2020286960

Source: https://www.industrydocuments.udsf.edu/docs/glpk0000

Competency Models

Bill to understand what's required.

Bill feels it is beating on them
he tries work hard every day
and find things to contribute for the
bottom line. Doesn't feel this reflect
on
Bill takes it as an insult. Does not expect
this mtg will not persuade us.

wood pulp - Bill felt he was doing a
good job until then. this year
Got a consumer test out, he left here
~~feeling~~ feeling we phased characterize

Competing POL was a secondary
(1) POL's are to confirm our internal
subjective findings
(2) Unfortunately POL's ~~should~~ not warranted
Bill
(2) Experimental design
Sequence of events; explore all leads
Review all resources.
DICK. Use greater depth + scope

(*) Tested HW pulps from Eucsta
were

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

2020286961

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

With what we've were
had
5 subjective tests
HW
Different preps

No new information

Broader

Anticipation possible outcomes
& ~~projecting~~ developing alternative plans.

Who will do it all + how will it get done.

Tools are now in place : What's holding B:11 back : B:11 Germination time

Utilizing Defining
Depth + scope ~~of~~ to
Not pursue - too expensive

Fundamental principles of Paper Technology
program to understand chemistry.

{ Jim coned do this level → for -
just order paper, make casts
= not good enough. }

Bill - comments about timelines

2020286962

Bill doesn't always agree to that.
Given that we have repeatedly tested
Papers Did you not anticipate the negative
outcome
what I mean about ~~that~~ the
this is contingency planning
aspect
Contingen
Bill beaten down on the timelin

Contingency Plan
Analyses done at Maine

100% HW + 100% Softwood

Sugars were diffent
Bill HW's are bad.
Bill is following the wrong leads

That was a big

Jim no issues at this point

before we make pr

What are the areas
to be considered

202028696 3

If one had been subjectively accepted

Crux: What is diff't abt page causing

Planning — to plan parallel approaches to be pursued

⊗ Fact finding mission at the start concurred by subjectively showed

Greater depth scope
alternate areas of investigation anticipate
. Narrow-scope approach sequential approach

How long it taken to get it done.
1992
July 1992 - Plan

→ Timelines
+
Genco depth + thoroughness
number ↓

2020286964

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

What we will

Bill is

Setting priorities

Jim / I can do it cent

You must

Jim – How can we get it done. Who?

Bill

~~Who~~

Develop tipping job

John Easley. Linda Wettle.

Technical background & depth.

Bill –

assessment.

Performance of

Cyt Paper Consolidat

2020286965

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

Paper Specs: Model

Bart to project

Planning and anticipation
Chalk not parasite

How did you anticipate that we
wanted be a

Where is the vision.

Impact

Joint writing code

Spell out the expectations

Our expectations

Time put the ball back in our court.

Timeliness of will be well communicated
& negotiated with Dick & Sherry.

What do we expect

anticipating possible outcomes.

Warren & Lois
Watts

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

2020286966

Time limit:

Purpose

At the discretion of Management
What does this mean
PA by that date PA

If Bill doesn't
If so choose - can terminate

disciplinary action up to and including

Bill trying to under

the list that we

Bill's questions are answered.

Monthly Meeting

Not

Bill Geiszler taking initiative.

A copy of a rewritten,
I'll give

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000

2020286967

2020269688

Source: https://www.industrydocuments.ucsf.edu/docs/glpk0000